Ministry of Transportation and Infrastructure

2016/17 – 2018/19 SERVICE PLAN

February 2016

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Minister
Accountability Statement

The *Ministry of Transportation and Infrastructure 2016/17 - 2018/19 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.

Honourable Todd G. Stone
Minister of Transportation and Infrastructure
February 9, 2016

Minister of State for Emergency Preparedness
Accountability Statement

I am the Minister of State for Emergency Preparedness and under the *Balanced Budget and Ministerial Accountability Act*, I am accountable for achieving the results listed in Appendix B of this Service Plan.

Honourable Naomi Yamamoto
Minister of State for Emergency Preparedness
February 4, 2016

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Purpose of the Ministry

The Ministry of Transportation and Infrastructure plans transportation networks, provides transportation services and infrastructure, develops and implements transportation policies, leads emergency management and administers related acts and regulations as well as federal-provincial funding programs, including the Building Canada Fund. The Ministry moves people and goods safely and fuels our provincial economy through innovative, forward-thinking transportation strategies like B.C. on the Move: A 10-Year Transportation Plan. Our key goals are improving vital infrastructure, enhancing the competitiveness of B.C.'s transportation industries, reducing transportation-related greenhouse gas emissions, providing a safe and reliable highway system and providing an effective emergency management system.

The Minister is responsible for two internal-reporting Crown corporations, BC Railway Company and the BC Transportation Financing Authority, which are reported in this service plan.

- BC Railway Company (BCRC) is incorporated under the *British Columbia Railway Act* and supports the *Pacific Gateway Transportation Strategy 2012–2020* by acquiring and holding railway corridors and strategic port lands, and making related infrastructure investments to benefit the province, including the strategic sale of surplus land. BCRC also administers the Canadian National Railway Company (CN Rail) Revitalization Agreement and operates the Roberts Bank port subdivision.
- The BC Transportation Financing Authority (BCTFA) is established under the *Transportation Act* to plan, acquire, construct, hold, improve or operate transportation infrastructure throughout the province. The BCTFA owns all provincial highways and land held for construction of future transportation infrastructure.

The Ministry is also responsible for four self-reporting Crown corporations: BC Transit, Transportation Investment Corporation (TI Corp), the Insurance Corporation of British Columbia (ICBC), and British Columbia Pavilion Corporation (PavCo). More information can be found on their web sites: bctransit.com, pmh1project.com, icbc.com and bcpavco.com.

B.C. on the Move: A 10-Year Transportation Plan

The provincial government launched B.C. on the Move: A 10-year Transportation Plan in 2015. The plan will help guide transportation improvements over the next 10 years and prioritizes moving people and goods safely and efficiently, growing the economy, connecting and strengthening communities, and maximizing collaboration and investment with partners including First Nations, the federal government, local governments and the private sector.

Strategic Direction and Context

Strategic Direction

As demonstrated by B.C. on the Move: A 10-Year Transportation Plan, the Ministry of Transportation and Infrastructure makes strategic investments in British Columbia's transportation infrastructure to create a safer and more reliable transportation network, support a strong economy and lead emergency management. The Ministry's work is guided by the Mandate Letter provided by the Premier, as well as the Taxpayer Accountability Principles. This plan identifies the Ministry's key priorities in supporting government's goals and ensuring the best possible use of government resources to represent the interests of taxpayers.

Strategic Context

Economic Forecast. The Economic Forecast Council expects British Columbia's real GDP to grow by 2.7 per cent in 2016 and 2.6 per cent in 2017. Downside risks to B.C.'s economic outlook include the potential for a slowdown in North American economic activity, ongoing fragility in Europe, and slower than anticipated Asian demand, particularly in China. Additional risks include uncertainty in the outlook for the Canadian dollar and weak inflation.

Federal Infrastructure Programs. The Ministry has been successful in leveraging federal funding to help deliver improvement projects and is working with the federal government to confirm priorities for funding under the $1.09 billion allocated to B.C. through the Building Canada Fund. Funding is also being pursued through programs such as the National Infrastructure Component and the P3 Canada Fund. The newly elected federal government has committed $60 billion in incremental funding over the next decade: $20 billion each for public transit infrastructure, green infrastructure and social infrastructure. The Ministry is also working to secure funding through the National Disaster Mitigation Program for flood mitigation projects. Continuing to take advantage of federal funding provides excellent value to taxpayers and may influence future investment programs.

Growth and Facilitation of Asia-Pacific Trade. B.C.'s economic success is reflected in its diversification of trading partners. Canada's new trade agreements are creating opportunities for increased exports by opening up market access for Canadian commodities in partner countries. To support international trade, the Ministry is implementing the *Pacific Gateway Transportation Strategy 2012-2020*, which identified investments worth $25 billion to improve and expand port, rail, road and airport facilities in addition to the $20 billion invested since 2005. Of particular importance are the transportation corridors for new LNG facilities, which are integral to economic growth in the North. Studies are underway in the Lower Mainland to identify priority transportation infrastructure to support and facilitate growth in international trade, and there is unprecedented private sector investment at ports across the province. New and expanding port capacity will support growing volumes of agricultural exports, forestry products, project cargo and containers. Continued Pacific Gateway expansion will help sustain it as North America's preferred gateway for Asia-Pacific trade.

Regional Economies. B.C.'s rural economies continue to diversify and will rely on a range of infrastructure improvements to facilitate this evolution. With increased natural resource development, such as oil and gas, mining and forestry, industrial traffic places significant demands on existing transportation infrastructure. To support these activities and ensure roads remain suitable for all users, the Ministry will make additional investments in affected road networks, including maintenance and rehabilitation due to incremental wear and tear.

Goals, Objectives, Strategies and Performance Measures

The Ministry of Transportation and Infrastructure promotes economic growth and diversification in support of Government's priority of creating jobs to secure a strong tomorrow for communities across the province. The Ministry also leads emergency management so the Province is prepared for emergencies or disasters, and to ensure stability of leadership and service to British Columbians. Our integrated transportation network is the backbone of the economy, and investing in safe and reliable infrastructure makes our transportation industries globally competitive and positions them to support the movement of people and goods. The Ministry invests in transit, cycling and walking infrastructure to provide British Columbians with sustainable transportation options, and in support of Government's continued commitment to lead the world in sustainable environmental management.

To accomplish its mandate, the Ministry of Transportation and Infrastructure has the following goals:

1. Improved infrastructure drives economic growth and trade;
2. British Columbia's transportation sector is globally competitive;
3. Greenhouse gas emissions from the transportation sector are reduced;
4. British Columbia's highway system is safe and reliable;
5. The Province is prepared to respond to emergency events; and,
6. Excellent customer service.

Goal 1: Improved infrastructure drives economic growth and trade.

Objective 1.1: Improve mobility on routes servicing major economic gateways.

Strategies

- Undertake improvements that reduce bottlenecks on major urban and rural trade corridors;
- Promote efficiencies at Canada/United States border crossings through infrastructure improvements and the deployment of intelligent transportation technology to reduce border wait times; and,
- Use the Regional Transportation Management Centre to improve mobility and reliability on the transportation network through advanced incident management and information systems.

Objective 1.2: Implement B.C. on the Move: A 10-Year Transportation Plan priority projects.

Strategies

- Develop, evaluate, prioritize and build business cases for B.C. on the Move: A 10-Year Transportation Plan improvement projects.

Objective 1.3: Use Provincial investment dollars as effectively as possible.

Strategies

- Complete projects on budget and on time;
- Develop public-private partnerships in consultation with Partnerships BC, where appropriate; and,

Performance Measure 1: Project Performance

Performance Measure	2015/16 Forecast[2]	2016/17 Target	2017/18 Target	2018/19 Target
The percentage of projects that meet their budget and schedule.	91.5%	91.5%	91.5%	91.5%

Data Source: Ministry of Transportation and Infrastructure.

Discussion

This performance measure reflects the goal of being cost conscious, as outlined in the Taxpayer Accountability Principles, and evaluates all Ministry capital construction and rehabilitation projects completed each year within the overall Transportation Investment Plan. The number and total value of these projects varies from year –to –year as new investments are made. The performance measure allows the Ministry to assess how efficiently and effectively it delivers a large suite of projects. Projects range in size, scope and value and use a variety of procurement methods. Programs continuously evolve to maintain infrastructure and best serve the citizens of the province. The consistent target represents the Ministry's ability to maintain a high level of achievement despite these challenges and the broad range of projects included in the target.

Objective 1.4: Improve access for resource industries and rural residents.

Strategies

- Invest in priority rehabilitation and improvement projects on roads serving industry and rural residents, including B.C. on the Move: A 10-Year Transportation Plan projects and Major Programs as defined in Appendix A; and,
- Undertake projects that support increased industrial growth, such as four-laning, strengthening of roadways and improving overhead clearances, alignments and bridge capacity.

Objective 1.5: Leverage available federal funding and administer cost-sharing programs to support and sustain B.C.'s infrastructure.

Strategies

- Lead negotiations for the next round of federal/provincial infrastructure programs; and,
- Take a leadership position in partnership with other Provincial Ministries to support local governments' priority infrastructure projects.

Goal 2: B.C.'s transportation sector is globally competitive.

Objective 2.1: Develop Canada's Pacific Gateway.

Strategies

- Implement The Pacific Gateway Transportation Strategy 2012–2020: Moving Goods and People; and,
- Undertake transportation trade network development and integration in conjunction with the Pacific Gateway Alliance, the private sector, other levels of government and First Nations to build capacity for long-term growth.

Performance Measure 2: Pacific Gateway Supply Chain Investments

Performance Measure	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
Cumulative completed provincial strategic investment in Pacific Gateway supply chain infrastructure	$5.77 billion	$5.79 billion	$6.51 billion	$6.53 billion

Data Source: Total completed investment spending (cumulative) on provincial supply chain infrastructure by B.C. since 2005. Does not include partner contributions.

Discussion

Through British Columbia's *Pacific Gateway Transportation Strategy*, the Ministry participates with private and public agencies in the planning and development of infrastructure projects to fulfill the long-term vision of British Columbia as North America's gateway of choice for Asia Pacific trade. The Pacific Gateway Alliance is the unique public-private partnership that oversees the Pacific Gateway's expansion of port, rail, road and airport facilities. These partners are working together to take advantage of Canada's strategic location at the crossroads of the North American marketplace.

Market access for natural resources is imperative to economic growth. Several studies are underway in the North and the Lower Mainland to better understand the capacity of B.C.'s multi-modal transportation network and to identify where improvements are needed to ensure the efficient reliable movement of goods while maintaining quality of life for citizens.

Goal 3: Greenhouse gas emissions from the transportation sector are reduced.

Objective 3.1: Increase transit use, cycling and other alternative modes of personal transportation.

Strategies

- In partnership with various levels of government and other stakeholders, support provision of rapid transit and frequent bus service to make transit an attractive option;
- Invest in public transit infrastructure, where supported by strong business cases;
- Improve High Occupancy Vehicle (HOV) and transit priority measures;
- Encourage compact and mixed land- use around transit stations and along transit corridors through policy and funding agreements; and,
- Invest in an integrated cycling and walking network.

Performance Measure 3: Transit Ridership

Performance Measure	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
Annual public transit ridership in B.C.	286.5 million	291.2 million	295.6 million	300.8 million

Data Source: Estimates based on BC Transit and TransLink forecasts adjusted to reflect current conditions.

Discussion

Measuring transit ridership – the number of rides taken by people using public transit – assists the Province to monitor the success of transit investments on a year to year basis. Ridership is forecast to increase over the next few years, but from a smaller ridership base and at a slower rate than projected in previous plans. This reflects ridership declines experienced by TransLink in 2014 and the first half of 2015 and a limited service expansion by both TransLink and BC Transit. This is partially offset by population and employment growth, TransLink actions to transfer services from lower to higher occupancy routes, and contributions from past and current investments, including the Evergreen Line in 2016.

Objective 3.2: Improve supply chain efficiency for the movement of goods.

Strategies

- Reduce commercial truck permit wait times;
- Improve rural road infrastructure;
- Build rail grade separations; and,
- Free up road capacity for goods movement by reducing the use of single-occupant vehicles.

Objective 3.3: Reduce greenhouse gas emissions.

Strategies

- Invest in new buses that use the latest technology;
- Increase the use of weigh-in-motion technology at inspection stations;
- Implement intelligent traffic control systems to reduce idling and create advantages for transit; and,
- Promote the use of natural gas as the fuel of choice for heavy duty commercial vehicles, transit buses and coastal ferries.

Goal 4: B.C.'s highway system is safe and reliable.

Objective 4.1: Ensure a high standard of provincial highway maintenance.

Strategies

- Consider future improvements to continue delivery of high quality maintenance and rehabilitation programs; and,
- Administer highway maintenance contracts and assess service delivery through the Contractor Assessment Program.

Performance Measure 4: Contractor Assessment

Performance Measure	Baseline	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
Rating of maintenance contractor performance using Contractor Assessment Program.	93%	93%	93%	93%	93%

Data Source: Ministry of Transportation and Infrastructure, Construction and Maintenance Branch.

Discussion

The Ministry created the Contractor Assessment Program as a means to systematically assess the performance of our contractors to ensure they are meeting our high maintenance standards throughout the year. The baseline and targets of 93 per cent demonstrate that British Columbians are receiving a high level of service from the Ministry's contractors and that the Ministry expects continued high service levels.

Contractor ratings are generated through three processes: a local assessment by Ministry District staff, overseen by the local District Operations Manager; a regional assessment by a team of auditors from outside the service area, typically overseen by an outside District Operations Manager; and interviews led by the local District Operations Manager with local stakeholders. Information about the obligations of maintenance contractors is available online on the Ministry's web site.

Objective 4.2: Rehabilitate the highway system on a lowest life-cycle cost basis.

Strategies

- Invest in the main highway system (roads and bridges) to maintain safety and efficiency and mitigate the onset of deterioration and maximize the return on infrastructure investment.
- Systematically assess the condition of infrastructure to determine priority in the annual resurfacing and structure rehabilitation and replacement programs, and.
- Integrate climate change and seismic resilience considerations into rehabilitation design and cost.

Objective 4.3: Improve highway safety and reliability.

Strategies

- Monitor highway safety and improve high-risk locations in consultation with local and regional authorities and stakeholders.
- Maximize highway safety and reliability through both safety-focused enhancements and low-cost improvements, such as signs, lighting and lane markings.
- Work with safety partners such as the Insurance Corporation of British Columbia, local law enforcement and the Ministry of Public Safety and Solicitor General to identify areas for safety improvements, and.
- Examine highway safety and reliability issues, considering climate forecasts, seismic hazards and the adaptive capacity of transportation infrastructure. Address and revise standards where appropriate using results of studies on climate and highway infrastructure interactions.

Performance Measure 5: Highway Safety

Performance Measure	Baseline	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
Crash reduction after construction of safety improvement capital projects	100 collisions	20% reduction from baseline	TBD	TBD	TBD

Data Source: The RCMP and ICBC.

Discussion

Reducing collisions improves highway safety and provides British Columbians with a safer and more reliable highway system. This measure demonstrates achievement of Ministry progress towards providing a safe highway system. Reporting against targets is based on safety improvement capital projects that are completed or substantially completed over the course of the annual reporting period. The measure compares baseline collisions to actual collisions at the location of the safety improvement capital projects. The baseline is the yearly average collision history measured over the five-year period preceding the start of construction of the safety improvement capital projects. This measure is a cycle in which current targets were established in 2012/13 and set for the period up to 2015/16. Beginning in 2016/17, new safety measures, baseline and targets will be established.

Objective 4.4: Provide effective road safety enforcement, education and programs for the commercial transport industry.

Strategies

- Establish and enforce regulations to enhance vehicle safety in B.C. and to ensure public safety.
- Participate with other jurisdictions on initiatives to coordinate and harmonize programs, policies and standards for commercial vehicles.
- Ensure information systems provide quality and timely commercial vehicle safety data for compliance and enforcement; and,
- Build on existing technologies and policies to promote safety and improve efficiency for the commercial transport industry.

Goal 5: The Province is prepared to respond to emergency events.

Objective 5.1: Continue improving B.C.'s emergency preparedness.

Emergency Management British Columbia (EMBC), operating under the *Emergency Program Act*, continues to strive to be the leading organization in Canada for the management of emergencies and disasters at the provincial level. EMBC's leadership will solidify a cooperative and effective approach to emergency management to ensure the province is resilient, adaptive and confident in its abilities to meet challenges to public safety from known and emergent threats.

EMBC works with the Minister of State for Emergency Preparedness to deliver the expected results outlined in Appendix B, and remains responsible to British Columbians for leading the management of provincial-level emergencies and disasters while supporting other authorities, such as municipalities, regional districts and First Nations, within their areas of jurisdiction.

Strategies

- Expertly lead management of catastrophic disasters of provincial significance and impact.
- Support other authorities in their mandate to mitigate and manage emergencies and disasters.
- Empower and strengthen volunteer organizations that support emergency management.
- Excel in providing the Office of the Fire Commissioner with unique services; and,
- Support a learning culture of continuous organizational improvement.

EMBC's strategic activities are detailed in its 2011/12-2013/14 Strategic Plan. These strategies are in turn supported by six strategic lines of effort and specific deliverables that align with and empower EMBC, on behalf of the Ministry, to ensure British Columbia is prepared to respond to emergency events. The Strategic Plan will be updated in 2014/15.

Performance Measure 6: Develop a Long-Term Program of Emergency Response Exercises

Performance Measure	Baseline	2016/17	2017/18	2018/19
Develop and implement an integrated emergency response exercise program that engages all levels of government and stakeholders in testing emergency preparedness in B.C.	Appoint an emergency response program team and develop an initial emergency response exercise schedule.	Conduct a full-scale earthquake and tsunami response exercise.	Conduct a follow-up emergency response exercise to challenge preparedness of interagency jurisdictions for other hazards.	Conduct a follow-up emergency response exercise to challenge preparedness of interagency jurisdictions for other hazards.

Data Source: Data for this performance measure will be sourced from reports and assessments after each exercise, developed in collaboration with stakeholders, participants and observers.

Discussion

While currently mandated to conduct a specific earthquake and tsunami exercise in 2016, in future years our response to other emergency or disaster scenarios will be challenged and assessed in accordance with the British Columbia Emergency Management System. Reports and assessments from a series of planned emergency response exercises will form a data record to help the Ministry make improvements to emergency preparedness and measure future improvement in performance during exercises.

Goal 6: Excellent customer service.

Objective 6.1: Continue improving service to B.C.'s business community.

Strategies

- Participate in cross-government integration of permitting processes;
- Streamline application and review processes for rural subdivisions; and,
- Implement online permit application and tracking tools to support reduced turnaround times.

Objective 6.2: Provide excellent customer service to all British Columbians.

Strategies

- Communicate and engage more efficiently and effectively with Ministry stakeholders;
- Undertake annual surveys to better understand customer expectations and level of service; and,
- Evaluate results to determine how to enhance customer service and act on the findings.

Performance Measure 7: Customer Service

Performance Measure	Baseline	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
Customer Satisfaction Survey: Stakeholder satisfaction with Ministry services and processes, rated on a scale of 1 to 5	3.9	4.10	4.10	4.10	4.10

Data Source: The Ministry's Customer Satisfaction Survey is based on the Common Measurement Tool (CMT), a survey framework designed by the Institute for Citizen-Centred Service to be administered by public-sector organizations to facilitate the measurement of citizen satisfaction.

Discussion

This performance measure helps assess how the Ministry meets the three goals of Accountability, Service and Respect that are set out in the Taxpayer Accountability Principles. The customer satisfaction score is based on British Columbians' ratings of service they received from the Ministry. The survey focuses on the six core drivers of customer satisfaction: fairness, staff knowledge, timeliness, accessibility, staff respect and courtesy, and information. The Customer Satisfaction Survey uses a web-based and in-person questionnaire to complete the study. Survey respondents include local governments, stakeholders and the general public. The Ministry uses the survey results to identify areas and processes to improve service delivery. The persistent targets represent the Ministry's ability to consistently deliver high quality customer service.

Resource Summary

Core Business Area	2015/16 Restated Estimates[1]	2016/17 Estimates[2]	2017/18 Plan	2018/19 Plan
Operating Expenses ($000)[3]				
Transportation and Infrastructure Improvements	11,765	11,868	11,932	12,018
Public Transportation[4]	301,201	301,678	304,166	307,828
Highway Operations	480,061	492,332	493,523	494,725
Commercial Transportation Regulation	1,548	1,552	1,571	1,576
British Columbia Pavilion Corporation	9,022	9,099	9,179	9,266
Emergency Management BC	14,437	15,039	15,125	15,179
Executive and Support Services	10,870	11,781	11,933	12,043
Emergency Program Act[5]	14,478	14,475	14,483	14,496
Total	843,382	857,824	861,912	867,131
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Highway Operations	5,274	4,072	3,107	3,107
Total	5,274	4,072	3,107	3,107

[1] For comparative purposes, the amounts shown for 2015/16 have been restated to be consistent with the presentation of the 2016/17 Estimates.

[2] Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates.

[3] Operating expenses are reported net of funding from external sources, primarily the BC Transportation Financing Authority.

[4] Public Transportation operating expenses include government contributions towards public transit and coastal ferry services.

[5] The *Emergency Program Act* provides for preparedness, response to and recovery from emergencies and disasters, and for hazard mitigation initiatives.

Major Capital Projects

Major Capital Projects	Targeted Completion Date (Year)	Approved Anticipated Total Cost of Project ($ millions)	Project Cost to Dec 31, 2015
Evergreen Line Rapid Transit **Objective:** Extend Metro Vancouver's rapid transit network to the growing northeast sector communities, providing alternative transit choices, increasing transit ridership and reducing greenhouse gas emissions and road congestion. **Costs:** Estimated project cost is $1.431 billion, with the Government of Canada contributing up to $424 million, the Government of B.C. contributing $586 million, other partners contributing $21 million, and TransLink contributing the remaining $400 million and operating the system as part of the overall rapid transit network. **Benefits:** • Provide fast, frequent and convenient service; • Increase transit ridership and capacity, with 70,000 riders per day by 2021; • Reduce traffic congestion; • Support regional and municipal growth management plans; and, • Provide economic opportunities by creating 8,000 new jobs during construction. **Risks:** • Construction through a developed urban area; • Managing traffic during construction along busy urban commuter routes; and, • Construction of a two-kilometre bored tunnel. More information about the project can be found at evergreenline.gov.bc.ca.	2017	1,431	1,133

Major Capital Projects	Targeted Completion Date (Year)	Approved Anticipated Total Cost of Project ($ millions)	Project Cost to Dec 31, 2015
Highway 1 - Monte Creek to Pritchard **Objective:** Upgrading 10.5 kilometres of Highway 1 between the junction with Highway 97 at Monte Creek and Pritchard to a four-lane standard. Associated upgrades include side road network connections to the highway, construction of interchanges and new frontage roads, two emergency vehicle turn around points and median barrier and drainage facilities to provide continuity between this project and the Pritchard to Hoffman's Bluff project. **Costs:** Estimated project cost is $68.9 million, with the Government of Canada contributing $16.7 million. **Benefits:** • Improved safety, mobility and reliability of this section of Highway 1 for all road users; • Increased capacity on a vital transportation link between B.C. and the rest of Canada, supporting regional, provincial and national economic growth; • Improved access for cyclists and pedestrians; and, • Mitigation of impacts on First Nations interests. **Risks:** • Costs associated with resolving potential construction contractor claims; • Potential costs and time associated with completing archaeological investigations; and, • Potential additional costs related to completing property acquisition. More information about the project can be found at engage.gov.bc.ca/bchwy1/projects.	2016	68.9	60.5

Major Capital Projects	Targeted Completion Date (Year)	Approved Anticipated Total Cost of Project ($ millions)	Project Cost to Dec 31, 2015
Highway 1 Widening and 216 Street Interchange **Objective:** Widening the Trans-Canada Highway to six lanes between 202 Street and 216 Street and construction of a diamond interchange at 216 Street to improve traffic flow, reliability and congestion on a core National Highway System route used extensively for moving people and goods in Metro Vancouver. **Costs:** The estimated project cost is $59 million, inclusive of property acquisition costs, escalation and contingency. The Government of Canada is contributing one half of eligible costs up to a maximum of $22.333 million under the Provincial-Territorial Infrastructure Component of the new Building Canada Fund. The Township of Langley is contributing $14.333 million toward the cost of the interchange. **Benefits:** • Improve safety for all road users; • Reduce congestion and improve travel times through a key corridor; • Support transit use, cycling and other alternatives to single occupant vehicles; and, • Keep regional traffic off local streets. **Risks:** • Unknown geotechnical conditions, property impacts, community support, First Nations archeological impacts and environmental permits; • Maintaining adequate traffic flow during construction may require temporary works and and development of comprehensive traffic control plans; and, • Schedule risk associated with the acquisition of property and securing Agricultural Land Commission approval for non-farm use of lands required for the interchange.	2018	59.0	3.5

Major Capital Projects	Targeted Completion Date (Year)	Approved Anticipated Total Cost of Project ($ millions)	Project Cost to Dec 31, 2015
Highway 1 – Admirals Road/McKenzie Avenue Interchange **Objective:** Construction of an interchange on the Trans-Canda Highway at the interection with Admirals Road and McKenzie Avenue to improve traffic flow and reliability and reduce congestion on a core National Highway System route. The project includes construction of shoulder bus lanes, extension of the merge lanes, a westbound on-ramp from Burnside Road and grade-separated structures for the Galloping Goose Regional Trail. **Costs:** The estimated cost is $85 million, inclusive of property acquisiton costs, escalation and contingency. The Government of Canada is contributing one half of eligible costs up to a maximum of $32.648 million under the Provincial-Territorial Infrastructure Component of the new Building Canada Fund. **Benefits:** • Improve safety for all road users; • Reduce congestion and improve travel times through a key corridor; • Support transit use, cycling and other alternatives to single occupant vehicles; and, • Provide sufficient cross-section through the interchange to allow for the future introduction of HOV lanes along the corridor. **Risks:** • Unknown geotechnical conditions, property impacts, First Nations archeological impacts and relocation of a large Capital Regional District waterline; • Maintaining adequate traffic flow during construction may require temporary works and development of comprehensive traffic control plans; and, • Schedule risk associated with the acquisition of property and securing environmental approvals and permits. More information is available on the project web site at engage.gov.bc.ca/mckenzieinterchange.	2019	85.0	1.7

Major Capital Projects	Targeted Completion Date (Year)	Approved Anticipated Total Cost of Project ($ millions)	Project Cost to Dec 31, 2015
Highway 97 Widening from Highway 33 to Edwards Road **Objective:** Six-laning Highway 97 through Kelowna from Highway 33 to Edwards Road, intersection improvements at Leathead, McCurdy, Findlay/Hollywood and Sexsmith, access consolidation and realignment of Rutland Road to provide separation from intersections on Highway 97. **Costs:** The estimated cost is $59.7 million inclusive of property costs, escalation and contingency. The Government of Canada is contributing hal of eligible costs up to a maximum of $18 million under the Major Infrastructure component of the Building Canada Fund. **Benefits:** • Improved traffic flow and reduced congestion on a core National Highway System route; • Improved safety for road users; • Improved reliability for Rapid Bus service between West Kelowna and UBCO; • More efficient and safer connections to UBCO, Quail Ridge, Rutland, Glenmore, Ellison, Lake Country and beyond for motorists, cyclists and transit users; and, • Safer access to and from adjacent properties. **Risks:** • Unknown sub-surface conditions and First Nations archeological impacts; • Maintaining adequate traffic flow during construction will require development of comprehensive traffic control plans; and, • Schedule risk associated with the acquisition of property. More information is available on the project web site at OkanaganValley/projects/hwy97_six-laning/.	2017	59.7	12.5

Major Capital Projects	Targeted Completion Date (Year)	Approved Anticipated Total Cost of Project ($ millions)	Project Cost to Dec 31, 2015
Port Mann Bridge / Highway 1 **Objective:** The vast majority of Port Mann/Highway 1 Improvement Project construction was declared complete in September 2015. The new 10-lane Port Mann Bridge and 37 kilometres of highway improvements cleared the worst bottleneck in the province and drivers are saving several hours per week on the faster, more efficient corridor. Work on the Golden Ears Connector, an off-corridor improvement included as part of the Port Mann/Highway 1 Improvement Project, will be completed in 2016/17. As a provincial Crown corporation, Transportation Investment Corporation is responsible for delivering this project and prepares its own service plan and annual service plan report, separate from the Ministry's, which can be found at: www.pmh1project.com/.	2017	3,319	3,296

Planned Major Capital Projects

Phase Four of the Kicking Horse Canyon Project

Objective: Upgrade the final 4.8 kilometres of the 26-kilometre Kicking Horse Canyon section of the Trans-Canada Highway to a modern, four-lane standard, completing the corridor improvements from the junction of Highway 95 at Golden to the western boundary of Yoho National Park. This portion of the Trans-Canada Highway serves as a gateway between B.C. and the rest of North America, connecting resource extraction sites with processing, manufacturing, and distribution centres, and is a key part of the province's resource economies, tourism and inter-provincial trade. The first three phases of the project have been completed and are now in operation.

Costs: The current estimate for Phase 4 is $450 million.

Benefits:

- Safer, more reliable roads and increased capacity on a critical provincial and national gateway; and,
- Economic development through increased tourism and efficient movement of goods and services.

Risks:

- Challenging climatic and geographic conditions; and,
- Managing traffic during construction.

More information about the project can be found at www.th.gov.bc.ca/kickinghorse.

George Massey Tunnel Replacement Project

Objective: The George Massey Tunnel experiences significant congestion and delays. Without improvements, safety, economic growth and regional livability will be constrained. The tunnel is being replaced with a bridge with dedicated transit/HOV lanes, a multi-use pathway for cyclists and pedestrians and related Highway 99 improvements (three replacement interchanges and highway widening). The Project will reduce congestion, address safety and reliability concerns and improve transit service along the corridor. Construction is expected to begin in 2017.

Costs: The current cost estimate is $3.5 billion. The cost estimate will continue to be refined until the detailed project scope is confirmed following Phase 3 Consultation and environmental review. The environmental assessment process is currently underway.

Benefits:

- Improved safety and reliability with present-day seismic standards and fewer crashes;
- Improved travel times and movement of people and goods on Highway 99 and Highway 91;
- More opportunities for transit, HOV, cyclists and pedestrians;
- Improved access to major trade gateways, industrial and local business areas and recreational opportunities, and improved access for local agricultural and residential communities; and,
- Vehicle operating cost savings and reduced congestion and idling.

Risks:

- Construction on soft soils; and,
- Maintaining traffic during construction for road and marine users.

More information about the project can be found at engage.gov.bc.ca/masseytunnel.

Transportation Investments

($ millions)	2016/17	2017/18	2018/19	Total
Provincial Investments				
Highway Rehabilitation	210	213	215	638
Side Road Improvement Program	90	90	90	270
Natural Gas Road Upgrade Program	20	20	20	60
Highway 1 – Kamloops to Alberta Border	48	57	101	206
George Massey Tunnel Replacement Project[1]	7	-	-	7
Okanagan Valley Corridor	35	50	31	116
Cariboo Connector	40	35	40	115
Major Highway Corridors and Roads	188	171	262	621
Other Transportation Programs	98	65	62	225
Transit Infrastructure	158	157	136	451
Total Provincial Transportation Investment[2]	894	858	957	2,709
Investments funded through contributions from Federal Government and other partners				
Contributions from all partners	240	159	271	670
Total Investment in Transportation Infrastructure	1,134	1,017	1,228	3,379

[1] Subject to Treasury Board approval of the final project business case

[2] Total provincial investments include operating and capital spending

Transportation Investment Corporation ($ millions)	2016/17	2017/18	2018/19	Total
Port Mann Highway 1				
Capital Project	10	-	-	10
Rehabilitation	6	4	4	14
Total Investments	16	4	4	24
Total Investments in Transportation Infrastructure including the Port Mann Highway 1 Improvement Project	1,150	1,021	1,232	3,403

Crown Corporations

The Minister is responsible for the following Crown corporations: the BC Railway Company (BCRC), BC Transportation Financing Authority (BCTFA), BC Transit, the Transportation Investment Corporation (TI Corp), the Insurance Corporation of British Columbia (ICBC) and the B.C. Pavilion Corporation (PavCo). BCRC and BCTFA are reported in this service plan. BC Transit, TI Corp, ICBC and PavCo are self-reporting Crowns and more information can be found on their respective web sites, bctransit.com, gmtiprospect.com, icbc.com and bcpavco.com.

British Columbia Railway Company

Organizational Overview:

BCRC's primary mandate is to support *The Pacific Gateway Transportation Strategy 2012–2020: Moving Goods and People* by acquiring and holding railway corridor and strategic port lands, and by making related infrastructure investments to provide benefits to the province. BCRC owns the former BC Rail railway lands and track infrastructure, which is leased to CN Rail through the Revitalization Agreement. Consistent with *The Pacific Gateway Transportation Strategy*, BCRC owns and operates the Roberts Bank Port Subdivision rail line (a 40- kilometre track from Surrey to Roberts Bank coal and container terminals). BCRC, through its subsidiary BCR Properties Ltd., owns port-related lands which are leased to terminal operators, including those upon which the Vancouver Wharves and Squamish Terminals port facilities operate.

BCRC is a corporation incorporated under the *British Columbia Railway Act*. On April 1, 2010, BCRC moved under the control and management of the Ministry of Transportation and Infrastructure, becoming a wholly- owned subsidiary of the BC Transportation Financing Authority (BCTFA).

BCRC has retained its legislative authority and is governed by two principal pieces of legislation. The *British Columbia Railway Act* establishes the corporation's structure, governance, responsibilities and accountabilities. The *British Columbia Railway Finance Act* establishes the borrowing and investment framework for BCRC. BCRC must also meet the requirements common to other government corporations and organizations under the *Financial Administration Act* and the *Budget Transparency and Accountability Act*.

BCR Properties Ltd. also owns surplus real estate holdings not required for railway and port operations. Its mandate is to dispose of all land holdings not required to support railway and port operations. This mandate is carried out by staff in the Ministry of Transportation and Infrastructure.

Corporate Governance:

BCRC's governance practices are in accordance with the best practices outlined in the *BC Governance and Disclosure Guidelines for Governing Boards of British Columbia Public Sector Organizations*, Board Resourcing and Development Office, February 2005.

The Deputy Minister of the Ministry of Transportation and Infrastructure, is the sole member and chair of the Board of Directors. More information on BCRC's governance is available on its web site.

Goals and Strategies:

Goal 1: **Provide open access for the three class one railways serving the Roberts Bank port terminals via BCRC's Port Subdivision and ensure safe, reliable and efficient freight train operations.**

Strategies:

- Conduct dispatching, train control and yard management in a manner that provides fair and equal access to Roberts Bank port terminals;
- Maintain railway track and infrastructure in compliance with standards acceptable to the BC Safety Authority and Transport Canada; and,
- Maintain cooperative relationships with port terminal operators and neighbouring municipalities of Delta and Surrey.

Goal 2: **Participate in joint planning and development initiatives related to the Pacific Gateway Transportation Strategy.**

Strategies:

- Provide advice and support to further the Pacific Gateway Transportation Strategy;
- Secure through purchase option, or other means, lands suitable for supporting Pacific Gateway Strategy objectives; and,
- Make investments in infrastructure projects that support the Pacific Gateway Strategy.

Goal 3: **Effective and efficient management of the long-term leases of BCRC's strategic assets, including the Revitalization Agreement with CN Rail, the Operating Lease Agreement with Kinder Morgan Canada Terminals and the property lease with Squamish Terminals.**

Strategies:

- Manage a positive landlord-tenant relationship with Squamish Terminals, CN Rail and Kinder Morgan;
- Monitor CN Rail compliance with terms of the Revitalization Agreement and Kinder Morgan compliance with terms of the Operating Lease Agreement; and,
- Protect the strategic interests of BCRC and the Province whenever terms of the Revitalization Agreement and the Operating Lease Agreement require enforcement or interpretation.

Goal 4: ***Dispose of all surplus real estate holdings and other assets not required for freight railway operations or port terminal operations.***

Strategies:

- Dispose of surplus real estate holdings in a manner that maximizes commercial returns;
- Subdivide larger land holdings where total net proceeds of disposition can be increased;
- Obtain market rates on leases, encroachments, easements etc. on retained lands; and
- Fulfill obligations and oversight responsibilities relating to environmental laws and regulations.

BC Transportation Financing Authority

Organizational Overview:

The BC Transportation Financing Authority (BCTFA) was established in 1993 as a Crown corporation operating under the *Transportation Act* with a mandate to plan, acquire, construct, hold, improve or operate transportation infrastructure throughout B.C. The BCTFA owns all provincial highways and land held for construction of future transportation infrastructure. However, administration, regulatory responsibility and operational authority for management of highways, as set out in the *Transportation Act*, are the responsibility of the Minister and the Ministry of Transportation and Infrastructure. The BCTFA has no dedicated staff. Management is provided by staff at the Ministry of Transportation and Infrastructure.

Corporate Governance:

The Minister of Transportation and Infrastructure is the Minister responsible for the BCTFA and the sole member of the Board of Directors. The Deputy Minister of the Ministry of Transportation and Infrastructure is appointed as the Chief Executive Officer and is responsible for the business and operations of the BCTFA.

Goal 1: ***Maximize the financial, social and economic benefits of provincial transportation investments.***

Strategies:

- Protect existing transportation infrastructure by replacing, rehabilitating and seismic retrofitting of the transportation networks;
- Invest wisely with comprehensive transportation investment plans that support long-term and sustainable economic growth;
- Develop strategic partnerships with federal and other local government agencies, communities and private sectors that serve the best interest of British Columbians; and,
- Use innovative solutions and best practices to deliver the most cost effective transportation investment plans.

BC Transportation Financing Authority

Statement of Operations

	2015/16 Forecast	2016/17 Budget	2017/18 Plan	2018/19 Plan
Revenue($000)				
Tax Revenue[1]	426,500	430,000	433,000	436,000
Amortization of deferred contributions[2]	168,830	172,760	181,742	178,855
Other operating revenue[3]	32,953	58,940	43,970	16,751
Total	628,283	661,700	658,712	631,606
Expenditures($000)				
Highway Operations	559,483	577,610	563,145	572,068
Transit Programs	92,003	120,136	127,495	132,880
Ferry Operations	25,267	29,468	19,962	21,470
Other	43,949	58,445	46,305	48,657
Debt Servicing Costs[4]	349,585	401,699	466,488	532,173
Total	1,070,287	1,187,358	1,223,395	1,307,248
Net Loss($000)				
Net operating loss	(442,004)	(525,658)	(564,683)	(675,642)

[1] Tax revenue includes 6.75 cents per litre motor fuel tax and a provincial sales tax on short-term car rental of $1.50 per day.

[2] Contributions towards capital assets are deferred and amortized to income at the same rate as the related highway infrastructure is amortized to expense.

[3] Other operating revenue includes property sales, rental revenues, earnings from the British Columbia Railway Company, and grants from the Province.

[4] Interest on borrowing used to finance construction work in progress is capitalized. Upon completion, related interest costs are expensed.

Appendices

Appendix A: Major Programs

Highway Rehabilitation – Invest $566 million from 2016/17 through 2018/19 in main highways and bridge surfacing, bridge rehabilitation and replacement and seismic retrofits, and $72 million in safety projects across the province, including community safety projects, intersection improvements, snow avalanche infrastructure and guardrail and livestock fencing installation.

Side Roads Improvement Program – Invest $270 million from 2016/17 through 2018/19 to make side roads safer and more reliable and improve connections between communities.

Natural Gas Road Upgrade Program – Invest $60 million from 2016/17 to 2018/19 for rehabilitating and upgrading the existing public road infrastructure in the Northeast region of the province to attract new investment, create jobs and improve safety for both industry and residents.

Okanagan Corridor Improvements – Continue the Central Okanagan Planning Study, support trade and tourism, enhance safety, reduce congestion and support the use of transit in Okanagan Valley corridors by allocating $116 million over the next three years to improve the local highway system.

Cariboo Connector Program – The Cariboo Connector Program will continue to expand the 460 kilometre portion of Highway 97 from Cache Creek to Prince George. This major route expansion is designed to increase safety and decrease travel times, while providing northern communities with a first-class trade corridor that meets the needs of a rapidly expanding economy.

Other Highway Corridors and Programs – As outlined in B.C. on the Move: A 10-Year Transportation Plan, the Ministry will work with local governments and stakeholders to undertake priority infrastructure improvements and continue to four lane sections of the Trans-Canada Highway between Kamloops and the Alberta border to improve the flow of trade and increase safety on this corridor. More information on these projects is available on the Ministry's web site.

BikeBC – The BikeBC program helps local governments develop their cycling infrastructure to help encourage cycling and walking for commuting, recreation and tourism. This provides alternatives to car travel, resulting in reduced traffic congestion and greenhouse gas emissions and a healthier population. The latest BikeBC investment is $23 million over the next three years.

Investing in Transit – Access to public transit – to support the economy, community livability, and the environment – is a key objective of B.C. on the Move: A 10-Year Transportation Plan. Transit contributes to a strong provincial economy and to prosperous communities by providing an affordable transportation alternative that connects people with jobs, education, health care and recreation. It also reduces congestion, allowing for more efficient people and goods movement, supports efficient land use and contributes to reductions in greenhouse gas and other emissions. Priorities for action include maintaining high levels of operating support for BC Transit systems, partnering with local communities outside Metro Vancouver to replace and upgrade assets, funding one-third of the cost of major new rapid transit projects in Metro Vancouver and securing federal funding for transit investments.

Appendix B: Minister of State for Emergency Preparedness Expected Results for 2016/17

These expected results are set out in section 5(3) of the *Balanced Budget and Ministerial Accountability Act* as follows:

a) Engage with British Columbia's provincial and territorial counterparts, local governments, First Nations and external partners in participation with the federal government to meet Canada's mandated commitment to better predict, prepare for, and respond to weather-related emergencies and natural disasters;

b) Support the Minister of Transportation and Infrastructure in finalizing discussions respecting the New Building Canada Fund and the National Disaster Mitigation Program;

c) Continue working with Emergency Management BC to support the implementation of initiatives that contribute to the delivery of Emergency Management BC's mandate;

d) Work with Emergency Management BC to support the conduct of Exercise Coastal Response, a full-scale earthquake and tsunami response exercise expected to be implemented in the Port Alberni region in June 2016;

e) Support further development of the BC Earthquake Immediate Response Plan based on the lessons learned from Exercise Coastal Response described in paragraph (d),

f) Continue to promote emergency preparedness within British Columbia;

g) Review legislation respecting emergency preparedness and fire prevention, suppression and investigation to determine whether to make recommendations about legislative changes;

h) Submit to Cabinet a report on the results referred to in paragraphs (a) to (g) on or before March 31, 2017.

Appendix C: Ministry Contact Information

Web site

www.gov.bc.ca/tran

Ministry Contacts

www.gov.bc.ca/tran/contacts

General Inquiries

Email: tran.webmaster@gov.bc.ca
Phone: 250 387-3198
Fax: 250 356-7706

Mailing Address

PO Box 9850 Stn Prov Govt
Victoria, BC V8W 9T5
Canada

Regional Offices

South Coast Regional Office

1500 Woolridge Street, Suite 310
Coquitlam, BC V3K 0B8
604 527-2221

Southern Interior Regional Office

447 Columbia Street
Kamloops, BC V2C 2T3
250 828-4220

Northern Regional Office

1011 4th Avenue, Suite 213
Prince George, BC V2L 3H9
250 565-6185

Emergency Management BC

2261 Keating Cross Road, Block A - Suite 200
Saanichton, BC V8M 2A5
250 953-4002

Appendix D: Hyperlinks to Additional Information

Additional information can be found online at the following:

Ministry of Transportation and Infrastructure
www.gov.bc.ca/tran

www.twitter.com/tranbc

www.drivebc.ca

Legislation governing the Ministry's activities
www.th.gov.bc.ca/key_initiatives/legislation/statutes.htm

Evergreen Line Rapid Transit Project
www.evergreenline.gov.bc.ca

George Massey Tunnel Replacement Project
engage.gov.bc.ca/masseytunnel

Provincial Transit Plan
www.th.gov.bc.ca/transit_plan

BC Railway Company
www.bcrco.com

Transportation Investment Corporation and the Port Mann/Highway 1 Improvement Project
www.pmh1project.com

BC Transit
www.bctransit.com

The Insurance Corporation of British Columbia
www.icbc.com

The B.C. Pavilion Corporation
www.bcpavco.com

Office of the Fire Commissioner
www2.gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery/fire-safety

Emergency Management
www2.gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery